

Title: Executive Team Meeting

Date of Meeting: 6 June 2018

Attendees:

| | | | |
|--|-----|---------------------------------------|-----|
| Neil Curtis (NC – Chair – except item 2) | TNA | Patrick Mallett (PJM – minutes) | TNA |
| Jeff James (JJ – Chair item 2) | TNA | Briefing and Engagement Manager (BEM) | TNA |
| Paul Davies (PD) | TNA | | TNA |
| John Sheridan (JS) | TNA | | TNA |
| | | | |
| | | | |

Apologies: Val Johnson (VJ), Caroline Ottaway–Searle (COS), Lucy Fletcher (LF)

| | | Action |
|-----|---|--------|
| 1.0 | <u>Minutes and actions</u> | |
| 1.1 | The minutes of the previous meeting held on 30 May 2018 were reviewed and approved subject to minor amendments. | |
| 1.2 | NC declared a possible conflict of interest with item 2. No other conflict of interest was declared. | |
| 1.3 | It was agreed that JJ would chair item 2. | |
| 1.4 | The actions log was reviewed and updated. | |
| 2.0 | <u>Collaborative programme proposal</u> | |
| 2.1 | Executive Team was asked to consider and discuss a proposal to join a collaborative cultural heritage programme | |
| 2.2 | Executive Team discussed the proposal and noted that there was a good fit with audience development work under 'Archives Inspire'. | |
| 2.3 | JJ requested confirmation that this project would be a discrete piece of work and also details of the outputs that could be expected at the close of the programme. | |
| 2.4 | Executive Team considered who might be the most appropriate representatives for this project. | |
| 2.5 | Executive Team agreed that members of the Senior Leadership Team would be the most appropriate people to take part in this project | |

| | | |
|-----|---|----|
| 2.6 | Executive Team approved the proposal in principle subject to review and agreement of details requested above. | |
| 2.7 | <i>Post meeting update 8/6/18: Executive Team approval given to proceed, COS to act as Lead Director and liaise with the Head of Procurement and with the potential partner (in terms of relationship and identification of the 2 people to participate).</i> | |
| 3.0 | <u>Departmental Security Committee (DSC) report</u> | |
| 3.1 | The DSC is a sub-committee of Executive Team and is chaired by the Operations Director (PD) as part of his Senior Information Risk Owner (SIRO) responsibilities. | |
| 3.2 | Executive Team was asked to note the update on the business of the DSC meeting of 31 May 2018. | |
| 3.3 | PD took the Executive Team through a read out of the meeting. | |
| 3.4 | Executive Team noted the update. | |
| 4 | <u>AOB / Diary Review</u> | |
| 4.1 | Reclosure Panels – Executive Team were asked to note the summary of reclosure panel decisions and the introduction of a new process to hold ‘virtual’ reclosure panels in addition to the current reclosure panel meetings. | |
| 4.2 | JJ noted that the summary list of reclosure panel decisions gave no indication of the length of closure. Executive Team were therefore being asked to note these decisions without knowledge of how long a closure period had been agreed at the reclosure panel. | |
| 4.3 | <u>Action:</u> PD to instruct the FOI team to include additional columns to show the closure period of files on the reclosure panel summaries. Due 20/06/18 | PD |
| 4.4 | Executive Team noted the summary of reclosure panel decisions. | |
| 4.5 | Executive Team noted the introduction of a new process to hold ‘virtual’ reclosure panels in addition to the current reclosure panel meetings. | |
| 4.6 | Staff Forum JJ noted that there was a staff forum planned for 07/06/18. | |
| 4.7 | <u>Action:</u> PD to ask the organiser of the Staff Forum to email the agenda to directors for information. Due 13/06/18 | PD |
| 4.8 | There being no other business the meeting was brought to a close. | |

Title: Executive Team Meeting

Date of Meeting: 13 June 2018

Attendees:

| | | | |
|---------------------------------------|-----|---|-----|
| Caroline Ottaway–Searle (COS - Chair) | TNA | Kristen Dilworth (KD – minutes) | TNA |
| Neil Curtis (NC) | TNA | Briefing and Engagement Manager (BEM) | TNA |
| Paul Davies (PD) | TNA | Corporate Performance Manager (CPM) | TNA |
| John Sheridan (JS) | TNA | Corporate Performance & Transparency Manager (CPTM) | TNA |
| Jeff James (JJ for items 1 & 2) | TNA | Mark Newman (MN) | TNA |
| | | Darren Austin (DA) | TNA |
| | | Media Manager (MM) | TNA |

Apologies: Val Johnson (VJ), Lucy Fletcher (LF)

| | | Action |
|-----|--|--------|
| 1.0 | <u>Minutes and actions</u> | |
| 1.1 | The minutes of the previous meeting held on 6 June 2018 were reviewed and approved subject to minor amendments. | |
| 1.2 | The actions log was reviewed and updated. | |
| 2.0 | <u>May Financial Report</u> | |
| 2.1 | NC presented the May Financials to the Executive Team. | |
| 2.2 | NC explained that we are reporting an underspend of £191k, although this is a mixture of timing and real variances. Following the 3+9 forecast the report will be developed to include an outturn column which will strip out timing variances, and give a true picture of where we are. | |
| 2.3 | The Executive Team noted the May Management Accounts. | |
| 3.0 | <u>Dashboard</u> | |
| 3.1 | The Dashboard provides an easy reference of how the Performance Indicators for The National Archives have performed in the month and alerts the Executive Team to those areas where achievement is under threat and where some remedial action may be necessary. | |
| 3.2 | The Executive Team was asked to note progress on changes to the Corporate Dashboard agreed at Executive Team on 30 May. | |
| 3.3 | The CPM informed the Executive Team that he and the CPTM had a meeting with the Customer Insight & Data Lead to discuss the format and layout of the Dashboard. | |

| | | |
|------|---|--|
| 3.4 | NC asked about notable variances, the CPM confirmed that they would in future be added to the Header sheet as before, the CPM stated that we only dropped them to allow room to confirm descriptions of new metrics in May. | |
| 3.5 | Executive Team agreed Page views – Web Team is going to clarify that the total website figure includes the discovery total, and we will update the graph accordingly. | |
| 3.6 | Executive Team agreed Grants Income – the Year To Date numbers will be added underneath that chart. | |
| 3.7 | Executive Team agreed Sickness and Staff turnover - graphs to be combined into one graph. | |
| 3.8 | Executive Team agreed that Total number of Events – graph to have 2 separate scales (for Events and Attendees). | |
| 3.9 | Executive Team agreed that Amendments to UK Legislation (Effects) – Percentage of legislation brought up to date to be included under the graph. | |
| 3.10 | Executive Team noted the May Dashboard subject to the alterations outlined above. | |
| 4.0 | <u>Catering – update</u> | |
| 4.1 | The Executive Team received an update from DA and MN on progress with ongoing discussions regarding the catering service. | |
| 5.0 | <u>Visitor Carpark</u> | |
| 5.1 | Executive Team received an update from MN on readiness for the introduction of charges for the visitor car park. | |
| 6.0 | <u>AOB / Diary Review</u> | |
| 6.1 | The MM noted that we are supporting Green for Grenfell. | |
| 6.2 | There being no other business the meeting was brought to a close. | |

Title: Executive Team Meeting

Date of Meeting: 27 June 2018

Attendees:

| | | | |
|-------------------------------|-----|--|-----|
| Jeff James (JJ - Chair) | TNA | Patrick Mallett (PJM – minutes) | TNA |
| | | Malcolm Todd (MT) | TNA |
| Neil Curtis (NC) | TNA | Briefing and Engagement Manager (BEM) | TNA |
| Paul Davies (PD) | TNA | Tom Gregan (TG) | TNA |
| Lucy Fletcher (LF) | TNA | Resource Access & Advice Programme Manager (RAAPM) | TNA |
| Caroline Ottaway–Searle (COS) | TNA | Jane Craigie-Payne (JCP) | |
| | | HR Manager - Organisational Development (HRMOD) | TNA |
| | | HR & OD Coordinator (HRODC) | TNA |
| | | Media Manager (MM) | TNA |

Apologies: Val Johnson (VJ), John Sheridan (JS)

| | | Action |
|-----|--|--------|
| 1.0 | <u>Minutes and actions</u> | |
| 1.1 | The minutes of the previous meeting held on 13 June 2018 were reviewed and approved subject to minor amendments. | |
| 1.2 | The actions log was reviewed and updated. | |
| 2.0 | <u>Document Services Department (DSD) service changes</u> | |
| 2.1 | Executive Team was asked to note changes to DSD services and realignment of resources Jan 2017 – May 2018 and proposals for change in the current financial year. | |
| 2.2 | COS explained that the purpose of this item was to demonstrate the work that has been done by DSD to accommodate the outcome of the Resource Realignment Programme and support the aims and needs of the Developing our Future Workforce initiative. | |
| 2.3 | TG took Executive Team through the key changes that had been made noting that the ability to make changes to DORIS had been critical to the new offer we made to users and the increased volume of advanced orders. | |
| 2.4 | The RAAPM noted that there had been areas where introducing change had been challenging. However the ability for staff to take on new duties allowed a new route for personal development. | |
| 2.5 | TG advised that DSD now had the ability to deploy certain staff to areas of the department that were experiencing higher demand and this flexibility greatly helped. | |

| | | | |
|------|---|---------|-------------|
| 2.6 | LF noted that work was ongoing in refreshing the way we facilitate Government departments accessing records that have been accessioned into our holdings. | LF / TG | |
| 2.7 | JJ noted that he was keen that this work continued. | | |
| 2.8 | <u>Action:</u> LF and TG to provide Executive Team with an update on changes to Government production services. Due 31/7/18 | | |
| 2.9 | TG confirmed that there were no current plans to move to a 100% advance order set up with no on demand service. | | |
| 2.10 | JJ said that the changes had produced amazing results. Executive Team noted the next steps set out in the paper. | | |
| 2.11 | LF asked for more information on the hugely successful work experience programme that DSD ran and suggested similar programmes could be rolled out across the organisation. | | |
| 2.12 | <u>Action:</u> JJ requested that a version of this DSD paper be prepared for Board including a look at what has not yet been introduced, what the current risks are and what risks might be faced in the future. Due 16/10/18 | | TG / RAAP M |
| 2.13 | Executive Team noted all the work achieved so far and future plans and expressed thanks to TG, the RAAPM and the DSD team. | | |
| 3.0 | <u>Voluntary Exit – update (closed session – Directors, PM and JCP only)</u> | | |
| 3.1 | Executive Team was asked to note progress. | | |
| 3.2 | PD, COS and PM updated Directors. | | |
| 3.3 | It was agreed to offer a person on the reserve list Voluntary Exit after an application had been withdrawn. | | |
| 3.4 | Executive Team noted progress. | | |
| 4.0 | <u>Staff Engagement action plan</u> | | |
| 4.1 | Executive Team was asked to review the Action Plan and comment on actions completed, planned and outstanding and suggest any additional measures, actions and initiatives. | | |
| 4.2 | The Staff Engagement action plan forms the basis of our response to the results and feedback from the 2017 Civil Service staff engagement survey, the work-stream includes the culture thread of Developing our Future Workforce. | | |
| 4.3 | The HRMOD advised of a number of initiatives that have taken place in DSD and Collections Expertise and Engagement. | | |

| | | |
|------|---|------------|
| 4.4 | The HRMOD noted that there may be the possibility of running additional 'pulse' surveys as part of the new 2018 Civil Service staff engagement survey. | |
| 4.5 | JCP noted that there continued to be low take up of staff exit surveys. | |
| 4.6 | <u>Action:</u> JJ requested that a paper be provided to the July Board to outline the ongoing work relating to staff engagement and culture demonstrating what action has been completed at corporate level. | PD / HRMOD |
| 4.7 | NC requested more detail on the Appreciative Inquiry workshops. | |
| 4.8 | <u>Action:</u> The HRMOD to email Executive Team details of the Appreciative Inquiry workshops. Due 04/07/18 | HRMOD |
| 4.9 | JJ noted the importance of communications to staff and the TUS and the need to demonstrate where work had been done to deal with issues or areas of concern. | |
| 4.10 | JJ stated that the Action Plan is predicated on departmental ownership and we need to follow through with departmental responses. | |
| 4.11 | <u>Action:</u> The HRMOD to request an update from the Senior Leadership Team on progress with outstanding actions on the Action Plan. Due 11/07/18 | HRMOD |
| 4.12 | <u>Action:</u> The next Executive Team 'away day' to be a full day offsite and to consider culture change and equality & diversity. Due 01/09/18 | PD |
| 5.0 | <u>Reward and recognition – options for change</u> | |
| 5.1 | The initial pay structure proposal included an overhaul of how we approach reward and recognition. Due to the amount of input needed to implement the changes to the basic pay structures, it has been agreed that any more substantial changes to reward and recognition would form a second phase of the pay project. Therefore, a smaller scale review of our reward and recognition scheme has been undertaken. | |
| 5.2 | Executive Team was asked to approve the proposals. | |
| 5.3 | The HRODC took Executive Team through the key aspects of the proposals, the key change being a move from a three tier system to a single in-year award. | |
| 5.4 | Executive Team approved the proposals. | |
| 5.5 | Executive Team agreed the new system should be introduced on 01/10/18 in order to allow all staff that are already in receipt of an award time to make claims. | |
| 5.6 | <u>Action:</u> The HRMOD to confirm with HMRC that the proposals were within Treasury rules before any changes are made. | HRMOD |
| 6.0 | <u>Performance management data</u> | |
| 6.1 | Executive Team was asked to review the data that showed the spread of performance markings ahead of this being shared with the TUS. | |

| | | |
|-----|--|-------|
| 6.2 | Executive Team noted that the data suggested that an Exceeds mark was more likely to be received if you were white than declaring as BAME and this apparent disparity warranted further examination. | |
| 6.3 | LF prompted a general discussion around whether Executive Team were comfortable that the overall distribution of markings was reflective of Executive Team's experience, particularly noting the percentage of exceeds and the low proportion of improvement needed markings. Executive Team discussed at length and the majority opinion was that this distribution did feel about right. Executive Team were pleased to note in particular that the larger percentage of exceeds were being awarded to lower grades this year. | |
| 6.4 | JJ noted that we were a high performing organisation and this was reflected in the results of the performance management system process. | |
| 6.5 | JJ stated that adopting a 'forced' distribution system was not the answer. | |
| 6.6 | Executive Team noted that part-time employees had received lower markings than full time employees and this also warranted further discussion. | |
| 6.7 | JCP highlighted the requirement for managers to take responsibility for the setting of objectives with their staff and noted that it was not for HR to do this. Guidance would be given. | |
| 6.8 | Executive Team noted the performance marking data. | |
| 7.0 | <u>Equality and Diversity update</u> | |
| 7.1 | Executive Team was asked to note the minutes of the Equality & Diversity Forum held on 18 May 2018. | |
| 7.2 | JJ explained that the minutes were being used as a way of providing an update that removed the need for the drafting of a separate report. | |
| 7.3 | JJ observed that the minutes reflected conversations linked to gender and disability and there appeared to be an absence of items relating to BAME? | |
| 7.4 | JJ requested Executive Team be provided with further detail of certain 'frustrations' of younger staff that was mentioned in the minutes. | |
| 7.5 | <u>Action:</u> JJ requested that an Equality & Diversity session be added to a future Board agenda, PJM to discuss with the HRMOD. Due 11/07/18 | HRMOD |
| 7.6 | Executive Team noted the minutes from the Equality & Diversity Forum held on 18 May 2018. | |
| 8.0 | <u>AOB / Diary Review</u> | |
| 8.1 | JJ advised that the new post of Government Director would be recruited to. JD to follow. | |

| | | |
|-----|---|--|
| 8.2 | JJ noted that positive feedback from NEBMs had been received relating to the recent Board strategy day. | |
| 8.3 | JJ noted that clarification was being sought around the Pay Remit. | |
| 8.4 | There being no other business the meeting was brought to a close. | |